EEO Program Planning and Evaluation: A Strategic Approach

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Evaluation

- DA Equal Employment Opportunity and Civil Rights Office has ***PRIMARY*** responsibility for EEO program reviews
  - Coordinate evaluation activities with other functional areas when needed

Evaluation

- Review Cycles
  - Typically every 3 – 5 years
  - Exceptions:
    - Special Assessments
      - Changes in Policy or Changes in the Workplace Environment
      - Requested by the Organization
      - Equal Employment Opportunity Commission reviews

Authorities for Evaluation

- EEOC
  - 29 CFR 1614 “Establish a system for periodically evaluating the effectiveness of the agency’s overall Equal Employment Opportunity effort.”
- DOD
  - DODD 1440.1 “Evaluate employment policies, practices, and patterns …”
- DA
  - AR 690-12 “Perform program evaluation.”

Evaluation Objectives

- Determine regulatory compliance IAW EEOC, OPM, DOD, DA, and other applicable regulations
- Review the quality of guidance provided by Higher Headquarters
- Evaluate Program Management and Administration effectiveness and efficiency

Evaluation Objectives

- **Provide a base for developing policies and actions to improve the EEO Program**
- **Make recommendations for improvement at local EEO offices**

Evaluation Objectives

To make the

Department of the Army

EEO and Civil Rights Program a "model program"

Evaluation Methodology

- Interviews with Commanders, Managers, and Supervisors, Union officials
- Sensing sessions with Supervisors, Employees, and EEO Collateral Duty personnel
- Supervisory and Employee questionnaires

Evaluation Methodology

- Interviews with CHR and EEO staff
- Analyze standardized program data, statistics and reports
- Review local regulations and guidance

Pre-Evaluation

- **DA**
  - Informs IMA, MACOMs and
    - Email and hardcopy
    - On-site dates, program data to be available, request for POC at the Installation
- **IMA or MACOM**
  - Contacts EEO office
  - Participates in the review and attends the outbrief
- **Local EEO Office**
  - Provides logistical support
  - Assembles Program Data

EEO Office Preparation

- Assigns POC for Logistical Support
- Coordinates with the CPAC for Commander's In-Brief and Out-Brief
- Arranges Interviews with:
  - Local and Tenant Commanders, Directors
  - Civilian Human Resource Officers
    - AF and NAF
  - Labor Counselors
  - Union Officials
  - Collateral Duty EEO Officials
    - Special Emphasis Program Managers
    - EEO Counselors

EEO Office Preparation

- Coordinates location and participants for Sensing Sessions with EEO officials
  - **CHR (CPAC) Preparation**
- DA provides CHR names of randomly selected supervisors and non supervisors
  - Separate sessions for supervisors and non supervisors, typically 20 – 25 participants
  - Number of sessions depends on population size
  - DOES NOT include CHR, EEO, SJA, or managers selected for individual interviews

EEO Office Preparation

- Assembles program data
  - Alpha roster of AF and NAF employees
  - Personnel Action Reviews and Analysis by RNO, gender, grade and separated by AF and NAF

examples: Awards (monetary and non-monetary, performance), Adverse actions, Performance ratings, Recruitment actions, Leader Development, Non-competitive promotions

EEO Office Preparation

- **EEO Policy Letters and Policies**
  - **Work force Training Records**
  - **Affirmative Employment Plans (3)**
  - **Local Command Inspection Program**
  - **Copies of supervisory performance standards**
  - **Collateral Duty appointment letters**
  - **EEO Office resource documents – budget, TDA**
  - **EEO Staff documents**
    - **Individual Development Plans**
    - **Job descriptions**
  - **Customer Service feedback tools**

The Evaluation

- Week 1 – Management and Perceptions

  - **In-Briefs:**
    - Command Staff, EEO officer, and CHR Directors and CHR staff
  - **Interviews:**
    - Managers and Supervisors, and others who impact the EEO program
  - **Sensing Sessions**:
    - Supervisors and Employees, SEPMS, EEO Counselors, EEO Committee Members

The Evaluation

Week 1 – Management and Perceptions

- In-Briefs
  - Provide detailed information on Evaluation Objectives
  - Gain additional insight from the Commander
- Interviews
  - Ascertain Management's program understanding, commitment and involvement
- Sensing Sessions
  - Gauge workforce climate, program knowledge and perceptions
  - EEO program visibility to the workforce

The Evaluation

- Week 2 – Compliance and Administration
  - Program Coverage
    - EEO Leadership
    - EEO Planning: AEP, AAPP, DVAAP
    - Technological Competence
    - Monitoring
    - Special Emphasis and Employment Programs
    - Complaints Processing
    - Alternative Dispute Resolution (Mediation)
    - Minority College Relations Program
    - Workforce Training
    - Customer Service
- Outbrief
  - EEO Office
  - Commander or Designee

The Evaluation

Week Two – Compliance and Administration

- Program Coverage
  - EEO Leadership
    - Determine effectiveness of program planning, development and execution
    - Ascertain program conformity with DA Strategic Plans
    - Assess Staff morale, development and mentoring
    - Evaluate Coordination with CHR, SJA, others

The Evaluation

Week Two – Compliance and Administration

- Affirmative Employment Plan (*AEP*), Affirmative Action Program Plan (*AAPP*), Disabled Veteran's Affirmative Action Plan (*DVAAP*)
  - Confirm all plans and updates signed, disseminated, management trained
  - Includes tenants where applicable
- Technological Competence
  - Evaluate staff training and expertise
  - Request "on-the-spot" data pull

The Evaluation

- Program Coverage
  - Special Emphasis Employment Programs
    - Inspect appointment orders
    - Review employment related activities
  - Complaints Processing
    - Evaluate ADR process
    - Examine case files and counselors reports
    - Review Complaints tracking and timeliness
  - Workforce Training
    - Inspect training documentation
    - Review workforce training topics
  - Customer Service
    - Identify “Best Practices”

The Evaluation

- Outbrief
  - EEO Office
    - *NO SURPRISES !*
    - General Assessment
    - Program findings and observations
  - Commander
    - Same

The Evaluation

- The Report
  - Review of the program
  - Required Actions for compliance
    - Follow up to DA ***within*** established time frames (usually 90 days)
  - Recommendations for improvement
    - Follow up to DA
- DA forwards the Report to IMA or MACOM

Evaluation Findings

- IMA or MACOM contacts and assists EEO office to correct findings
- IMA or MACOM provides follow up to DA on Recommendations or Required Actions

What's Next

- Follow ups
- Current Evaluation Schedule – Published
  - Discussing FY05
- "Tying" Evaluation to Strategic Planning

Your Turn

Questions ?

Comments ?

Concerns ?

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